Annual Report
1985-1986

APEC

atlantic provinces
economic council

Annual Report
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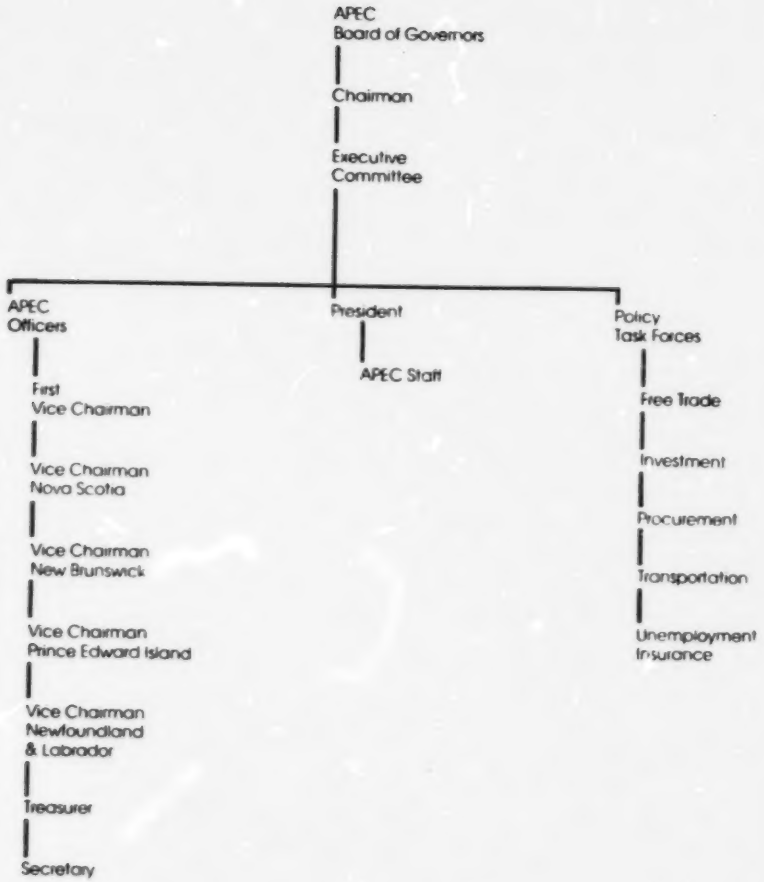


APEC Corporate
Organization
Figure 1

Introduction to APEC

Founded in 1954 by a group of concerned businessmen, APEC is an independent, not-for-profit organization whose membership includes large and small businesses, labour representatives, government and community agencies, academics and individuals. APEC's primary objective is to promote the economic development of the four Atlantic Provinces.

APEC pursues its aims by:

- Developing and promoting effective public policy in respect to the region.
- Seeking to change or replace traditional public attitudes with a more aggressive market-oriented disposition.
- Commenting on emerging public policy and issues.
- Delivering a unique economic information service to its membership.
- Promoting economic cooperation among the four Atlantic Provinces and with the Federal Government.

APEC obtains its funding from four major sources:

- paid subscriptions for its publications
- membership fees
- government grants
- funded research.

APEC is a federally-incorporated corporation. The Council is administered by a Board of Governors under the direction of a Chairman, First Vice-Chairman, four provincial Vice-Chairmen, a Treasurer and more than 20 Governors from all walks of life in Atlantic Canada. The Board meets four times a year and delegates interim decision-making responsibility to an Executive Committee. Special operating committees advise the Board on policy issues.

Management of the organization is the responsibility of the President who directs the work of a small professional, administrative and clerical staff. The APEC Corporate Organization is shown in Figure 1.

Report from the Chairman

A sage once remarked that "if you don't change direction, you will end up where you are going!" During the past two years this is the message we have tried to communicate to the Federal Government with respect to regional development policy. In spite of the funds which have been spent and the projects and programs which have been put in place, there has been little change in the economic disparities between Atlantic Canada and the rest of the nation in the past 15 years.

Since 1984, when a new administration was elected in Ottawa, the Federal Government has embraced a policy of consultation, particularly with the private sector. APEC was well placed to respond to these initiatives, and during the past year we have continued the ongoing discussions which we began in 1984 with Departments of Finance and Regional Industrial Expansion. In addition, Council representatives have communicated on a regular basis with all Federal ministers from the Atlantic region as well as Members of Parliament in both the government and opposition Atlantic caucuses.

The February 1986 Budget of the Minister of Finance illustrated the value of APEC consultation when Mr. Wilson made reference to the particular needs of Atlantic Canada and announced the creation of the Atlantic Enterprise Program. That program, along with the Atlantic Opportunities Program, which was subsequently announced by Hon. Stewart McInnes, Minister of Supply & Services, together form the Atlantic Initiative. We are strongly supportive of both programs and are committed to do our utmost to assist in their implementation.

The impact on government by APEC is not solely the result of the initiatives of the federal administration. It is also due in large part to the dedication and hard work by a number of members of our Board of Governors. In particular, members of our Executive Committee and Task Force Chairmen have contributed extensive amounts of voluntary time during the past year.

A number of Governors retired from the Board, at the 1985 annual meeting, upon completion of the six-year maximum term of office. They were Tom Collingwood, Harold Gunter, Paul LePage and David Mann. While the contribution of all is missed, I would like to pay particular tribute to David Mann who served as APEC Chairman for 1982-1984. During the year, Rick Henry resigned from the Board because of his transfer out of Atlantic Canada. We regret his unexpected departure.

Joining the Board at the annual meeting were Hugh Carmichael, Donald Deacon, Rick DesBrisay, Ken Oakley, Joe Shannon, Rupert Tingley and Rino Volpé. We were also most pleased to increase our labour representation on the Board when Rene Quigley was appointed as an APEC Governor at the April meeting.

A year as your Chairman has gone past very quickly. I am proud of our accomplishments during this time and, in particular, the active role which we are playing as an agent of change for the region. In spite of our recent successes, much remains to be done. The commitment and performance of the Board and staff which I have seen in the past year give me great confidence that APEC is well prepared for the challenge.

R.A. McCulloch
Chairman of the Board

Report from the President

APEC's role as a regional voice to the federal government has become increasingly important. During the past year we have had private consultations with the Ministers of Finance and Regional Industrial Expansion in addition to the ministers who represent Atlantic Canada. Following the February budget, we gave briefings to the Atlantic caucus of both the Government and Opposition.

APEC has also been very active in maintaining on-going contact with senior level members of the public service. Of particular note was a weekend joint strategy session between APEC and officials of DRIE, which was held in Charlottetown in mid-March. The participants included members of the APEC Executive, the Deputy Minister of DRIE, the Associate Deputy Minister for Regional Development, and the four Federal Economic Development Co-ordinators from the region. The two-day session, which was the second in as many years, provided a great opportunity for frank discussion of regional development issues affecting the future of Atlantic Canada.

The 1985 annual meeting was held in Fredericton on 24/25 September and the associated seminar on the future of forest resources in Atlantic Canada was a great success.

In December, along with Voluntary Planning and the Halifax Board of Trade, we again co-sponsored a business outlook conference. Entitled, "Perspective 86", the event was well attended and the response was very positive.

Our membership continued to grow this year. In particular, we were pleased to welcome six new patrons: Nova Scotia Power Corporation, The New Brunswick Electric Power Commission, Scotia Investments Ltd., National Sea Products Ltd., Sobeys Stores Limited and Air Canada. This increases our list of patrons to a total of 22.

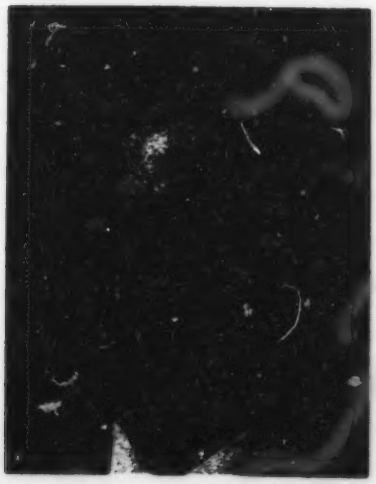
We are pleased to acknowledge the continuing support of the Governments of New Brunswick, Nova Scotia and Prince Edward Island. Additionally, the federal government, through the Department of Regional Industrial Expansion, again provided a major contribution. While we are most appreciative of this support, we take significant pride in the fact that government funding as a proportion of total APEC revenue continues to decline. It is our plan to ensure this trend continues.

This year along with the Conference Board of Canada, we became a co-sponsor of the Atlantic Council of Chief Executive Officers. This special group meets three or four times per year to exchange views on a wide range of issues in sessions which are informal and off the record.

We have some 30 members of the Council whose membership is by invitation only and is limited to CEOs and senior regional representatives of major organizations. We believe that the Council can play an increasingly important role, not only through the interchange of ideas, but by providing the opportunity for the most senior leaders in Atlantic Canada to get to know one another better.

During the past year we have installed a computer in the APEC office. We are excited about the expanded capability which it, along with our word processing equipment, adds to our resources. The new machine is proving to be of great value in our economic research activities and it has now become an integral part of our accounting activities. In the near future, we hope to make use of the graphics capabilities to enhance our regular publications.

We are pleased with the continued progress of APEC as we improve our services. We are working hard in the role of agent of change for Atlantic Canada. We believe that the federal government commitment to the Atlantic Initiative is a concrete example of an APEC recent success. We will closely monitor the impact of that program, and we will continue to identify new ways of bringing positive change to the economic prospects for this region.



R. A. Stuart, P.Eng.
President

Board of Governors

The Board of Governors consists of some 30 members of which eighteen are elected for a two-year term at the Annual General Meeting and the remainder are appointed for a one-year term by the elected members. Each province is represented by a minimum of four Governors. The APEC Board of Governors for 1985-86 is:

Frederic J. Arsenault
Deputy Minister
Office of Government Reform
Fredericton, N.B.

Dr. James G. Barnes
Dean, Faculty of Business Administration
Memorial University of Newfoundland
St. John's, Nfld.

W. E. Belliveau
President
Infomarketing Ltd.
Halifax, N.S.

T.C. Bird
President
Day and Ross Ltd.
Hartland, N.B.

Dr. Angus Bruneau
President
Newfoundland Light & Power Company Ltd.
St. John's, Nfld.

Hugh J. Carmichael
Vice President
Barclays Bank of Canada
Halifax, N.S.

Dr. Tom Connor
Consultant
Coles Associates Ltd.
Charlottetown, P.E.I.

Donald M. Deacon
Director
Atlantic Ventures Trust
Charlottetown, P.E.I.

R. B. Desbrisay
President
Sumner Company (1984) Ltd.
Moncton, N.B.

R. W. Emberley
President
Saga Developments Ltd.
Halifax, N.S.

David A. Ganong
President
Ganong Bros. Ltd.
St. Stephen, N.B.

Hubert Hamelt
President
West Coast Bakeries Ltd.
Corner Brook, Nfld.

Richard Henry
Marketing Manager-Atlantic
Esso Petroleum Canada
Halifax, N.S.

Jim MacDonald
President
P.E.I. Federation of Labour
Charlottetown, P.E.I.

R. A. McCulloch
Sr. Vice President
Finance and Administration
National Sea Products Ltd.
Halifax, N.S.

J. R. McLeod
President & General Manager
Oland Breweries Ltd.
Halifax N.S.

Ronald G. Messenger
Vice-President, Corporate
CN Rail
Montreal, Que.

Bernard F. Miller
Vice President-Cargo
Air Canada
Montreal, Que.

Roy W. Myers
President
Ultramar Canada Inc.
Newfoundland Division
St. John's Nfld.

Kenneth A. Oakley
Regional Director
Canadian Petroleum Association
St. John's Nfld.

Niall O'Briain
Sr. Vice-President/General Manager
Edmundston/Madawaska Paper Group
Fraser Inc.
Edmundston, N.B.

Arthur J. O'Connor
General Manager
The New Brunswick Electric Power Commission
Fredericton, N.B.

Rene Quigley
Secretary-Treasurer
Nova Scotia Federation of Labour
Halifax, N.S.

Dr. William M. Reid
President
University College of Cape Breton
Sydney, N.S.

John H. Reynolds
President & Chief Executive Officer
Maritime Electric Co. Limited
Charlottetown, P.E.I.

Joseph Shannon
President
Seaboard Liquid Carriers Ltd.
Port Hawkesbury, N.S.

L. Robert Shaw
Vice President
National Sea Products Ltd.
Halifax, N.S.

Gordon R. Simms
Executive Director, Manufacturing
T.S. Simms & Co. Limited
Saint John, N.B.

W. H. R. Smith
Vice-President — Finance
New Brunswick Telephone Co. Ltd.
Saint John, N.B.

R.A. Stuart
President, APEC
Halifax, N.S.

Rupert J. Tingley
President & C.E.O.
CN Marine
Moncton, N.B.

Rino Volpé
Président
Les Filiales Immobilières Assomption
Mutuelle-vie
Edmundston, N.B.

Bankers
The Royal Bank of Canada

Auditors
Collins Barrow
Chartered Accountants

Executive Committee

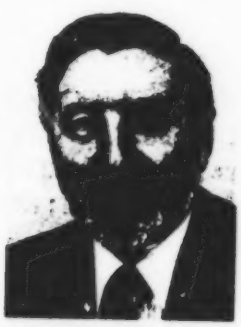
The Executive Committee meets on a regular basis to review APEC activities and financial status. Members of the Committee include the Chairman of the Board, the First Vice-Chairman, Provincial Vice-Chairmen, Treasurer, Secretary and President.

R. A. McCulloch
Chairman

David Ganong
Past Chairman

H.J. Carmichael
Treasurer

W. E. (Bill) Belliveau
Vice-Chairman N.S.



J.H. Reynolds
Vice-Chairman P.E.I.

T.C. Bird
Vice-Chairman N.B.

Dr. Angus Bruneau
Vice-Chairman Nfld. & Labrador

R. A. Stuart
President

Lois G. Duffy
Secretary

Policy Task Forces

Some members of the Board of Governors have taken on special responsibilities. They are heading a series of task forces dealing with issues which were earmarked as policy priorities at the 1985 annual meeting in Fredericton.

Transportation. Transportation issues are critical to the economic well-being of Atlantic Canada. For this reason, APEC reacted to the federal white paper entitled *Freedom to Move* by presenting a brief to the House of Commons Standing Committee on Transport during its Halifax hearings last November. The brief, prepared by the transportation task force under the chairmanship of Terry Bird, emphasized the need to formally recognize the principle of transportation as a tool of regional development in any changes to the National Transportation Act.

Our efforts have not been in vain. The report of the House of Commons Standing Committee on Transport has incorporated most of the recommendations outlined in the APEC brief, including the one on regional development.

About the same time as the Commons committee was holding hearings, APEC co-sponsored a conference dealing with the impact of transportation deregulation on Atlantic Canada. The meeting, staged in Fredericton, attracted more than 150 people. We now plan to assess carefully the new transportation regulations as they pass through the various legislative steps.

Unemployment Insurance. Chronically high levels of unemployment in Atlantic Canada, and correspondingly high Unemployment Insurance transfers are important considerations in our economy. A position paper currently being drafted is scheduled for release later this year. The whole matter of UI is being dealt with under the task force headed by Rino Volpé. This project will prepare the Board for a response to the upcoming report of the federal government to study UI programs and make recommendations on how the program can be made more effective.

Free Trade. Dr. James Barnes heads the task force on free trade, the theme of the conference to be held in St. John's, Newfoundland on September 26. The conference follows on the heels of our research study, and subject to approval of the clients who have commissioned the project, APEC plans to make the key findings of the report available to the public.

Attracting Investment. How to increase the flow of investment money into this region is the challenge being considered by the investment task force, chaired by Donald Deacon. The group has identified potential alternatives and communicated them to government officials.

Although the proposals on investment capital have not totally been accepted in Ottawa, the loan guarantees and interest buy-downs included in the federal budget Atlantic Enterprise Program (AEP) will help alleviate part of the problem. The fact that the AEP applies to the entire region as well as to the Gaspé Peninsula and the Magdalen Islands is also significant. We are concerned, however, that the AEP, which has made provisions for debt financing, does not address the matter of equity capital. APEC plans to continue to press the federal government for further consideration on this issue.

Procurement. Gordon Simms heads the task force on the role of public and private sector procurement as a tool of regional economic development. The task force has been actively involved in advising the federal government on the implementation of the Atlantic Opportunities Program, as described in more detail elsewhere in this report.

Past APEC Chairmen

R. Whidden Ganong	1955-1956	C. R. MacFadden	1966-1968
*R. J. Rankin	1957-1958	Stephen Weyman, M.D.	1970-1972
Dr. Frank Mackinnon	1958-1959	*D. J. O'Connell	1972-1974
*Arthur Johnson	1959-1961	L. G. Hudson	1974-1975
Prof. W. Y. Smith	1961-1962	A. A. Brait	1975-1977
Gerald E. Martin	1962-1963	G. J. Doucet	1977-1980
*John S. Wright	1963-1965	George T. Urquhart	1980-1982
John R. O'Dea	1965-1966	David McD. Mann	1982-1984
Gilbert Finn	1966-1968	David A. Ganong	1984-1985

* Deceased

NOTE: In 1981 the title of the senior member of the Board of Governors was changed from "President" to "Chairman" and the title of the senior member of the permanent staff was changed from "Executive Vice-President" to "President". These changes reflect APEC's status as a private corporation.

Auditors' Report

To the Members of Atlantic Provinces Economic Council

We have examined the balance sheet of the Atlantic Provinces Economic Council as at June 30, 1986 and the statements of revenue and expenditure and members' equity for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Council as at June 30, 1986 and the results of its operations for the year then ended, in acccordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Collins Barrow
CHARTERED ACCOUNTANTS

Halifax, Canada
August 18, 1986

ATLANTIC PROVINCES ECONOMIC COUNCIL

BALANCE SHEET
JUNE 30, 1986

ASSETS

	1986	1985
Current assets		
Cash	$ 19,963	$ 8,552
Accounts receivable	142,252	177,985
Prepaid expenses	2,512	2,168
	164,727	188,705
Fixed Assets, at nominal value	1	1
	$164,728	$188,706

LIABILITIES

Current liabilities		
Bank indebtedness	$ 83,000	$ 95,000
Accounts payable and accrued expenses	21,209	29,699
Membership revenue received in advance	1,050	580
Advance billings	10,870	8,865
Current portion of long term debt		935
	116,129	135,079

MEMBERS' EQUITY

Members' equity	48,599	53,627
	$164,728	$188,706

Approved on behalf of the Board.

R. A. McCulloch , Director

H. J. Carmichael , Director

ATLANTIC PROVINCES ECONOMIC COUNCIL

STATEMENT OF REVENUE AND EXPENDITURE
FOR THE YEAR ENDED JUNE 30, 1986

	1986	1985
Revenue		
Membership fees and contributions	$163,923	$151,230
Subscription revenue	14,290	15,700
	178,213	166,930
Advertising supplement, net	12,777	(806)
Atlantic Provinces Provincial Government grants	48,800	48,800
Investment income	197	2,068
Annual conference, meetings	2,584	(2,844)
Rent and services	4,158	3,780
Research contract revenue	59,316	
Other income	18,123	11,678
	324,168	229,606
Expenditures		
Advertising and promotion	5,662	5,522
Professional fees	2,600	2,450
Employee benefits	20,324	14,o10
Interest and bank charges	4,519	2,467
Interest on long term debt	40	201
Library	5,793	4,376
Maintenance of equipment	3,930	2,557
Meetings and conferences	7,858	8,571
Miscellaneous	15,471	5,538
Postage and express	3,481	3,716
Printing and publications	25,944	28,263
Rent and taxes	39,629	47,848
Rental of equipment	15,421	14,105
Research contract costs	5,262	280
Salaries	259,550	225,593
Stationery and office supplies	3,223	3,033
Telephone	8,555	8,898
Travel and auto	26,934	27,847
	454,196	405,875
Excess of expenditures over revenue before Federal Grant	130,028	176,269
Federal Contribution (note 3)	125,000	150,000
Excess of (expenditures over revenue)	$ (5,028)	$(26,269)

ATLANTIC PROVINCES ECONOMIC COUNCIL

STATEMENT OF MEMBERS' EQUITY
FOR THE YEAR ENDED JUNE 30, 1986

	1986	1985
Balance, beginning of the year	$ 53,627	$ 79,896
Excess of (expenditures over revenue)	(5,028)	(26,269)
Balance, end of year	$ 48,599	$ 53,627

ATLANTIC PROVINCES ECONOMIC COUNCIL

NOTES TO THE FINANCIAL STATEMENTS
JUNE 30, 1986

1. Significant Accounting Policies

   (a) Revenue on contracts is recognized on the percentage of completion basis.
   (b) Capital expenditures are expensed as incurred.
   (c) Membership fees and subscription revenue are recorded as income in the year billed.

2. Operating Leases

   The Council has entered into agreements to lease certain office equipment. For accounting purposes, these leases are classified as operating leases. Future minimum lease payments for the following five years are as follows:

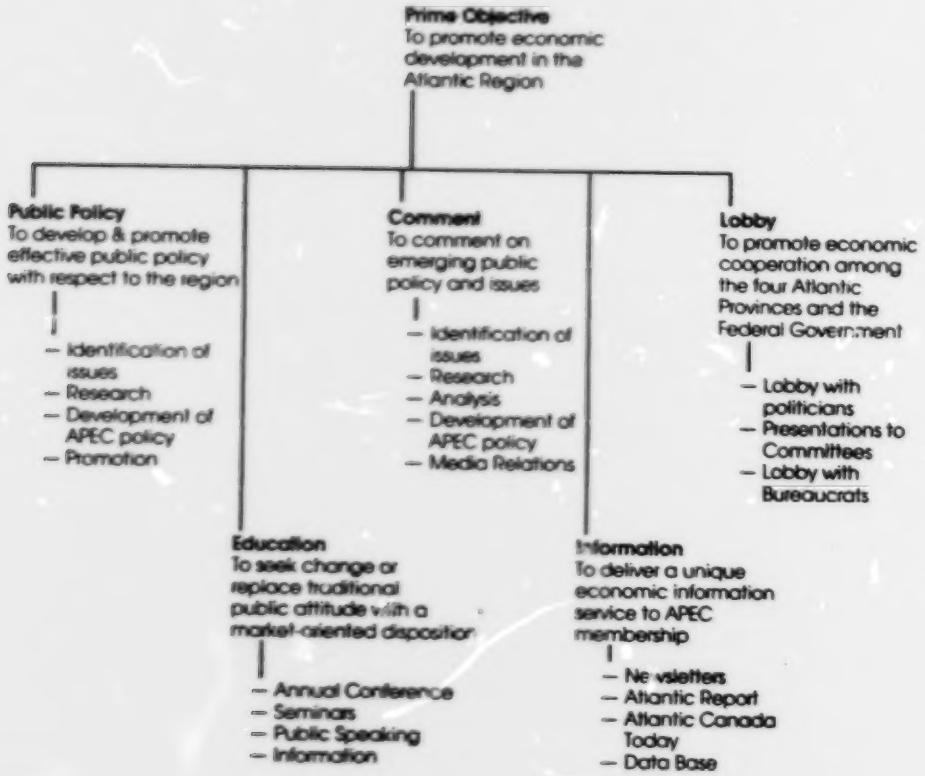
1987	$13,316
1988	13,316
1989	5,224
1990	1,617
	$33,473

3. Federal Contribution

   The Federal Government, through the Department of Regional Industrial Expansion, has confirmed a contribution to help defray operating expenses for the APEC fiscal year 1986. The contribution is to be applied against the operating deficit and is not to exceed $125,000. Approval of the contribution was received prior to June 30, 1986 and accordingly recorded as revenue for the year.

Objectives and Key Programs

APEC activities are best described by the following chart which illustrates our objectives and the programs which help achieve them.


Prime Objective
To promote economic development in the Atlantic Region
Public Policy
To develop & promote effective public policy with respect to the region
– Identification of issues
– Research
– Development of APEC policy
– Promotion
Comment
To comment on emerging public policy and issues
– Identification of issues
– Research
– Analysis
– Development of APEC policy
– Media Relations
Lobby
To promote economic cooperation among the four Atlantic Provinces and the Federal Government
– Lobby with politicians
– Presentations to Committees
– Lobby with Bureaucrats
Education
To seek change or replace traditional public attitude with a market-oriented disposition
– Annual Conference
– Seminars
– Public Speaking
– Information
Information
To deliver a unique economic information service to APEC membership
– Newsletters
– Atlantic Report
– Atlantic Canada Today
– Data Base

APEC Objectives and Key Programs
Figure 2

Publications

APEC publications continue to provide the most visible of our services to our members. Judging by the comments we have received from readers, changes which we implemented during the past year have improved the quality of our materials.

The *Atlantic Report* is published quarterly. It provides a substantial review and outlook of the principal economic sectors in the region as a whole. Additionally, the performance of each of the four provincial economies is examined individually and a short-term outlook is offered.

The APEC Newsletter is published eight times a year. it is designed to keep members informed of APEC activities as well as news on upcoming events. News items of significance to the state of the regional economy are also highlighted.

Special Projects

In keeping with a policy shift made in 1982, APEC does not engage in competitive consulting activities; however, we sometimes receive funding from special projects which we undertake. During the past year we have been involved in three such projects.

New England and Atlantic Canada: A Comparative Study

A review of statistics reveals that the New England States have experienced an impressive economic revitalization during the past decade. The economy of the Atlantic Provinces, by comparison, has experienced little change in disparities relative to the national average.

By virture of common geography and population roots, Atlantic Canada is often considered similar to New England and, in particular, northern New England. This suggested that we should identify those factors which led to New England's economic growth and determine which, if any, would be applicable to Atlantic Canada. The Department of Regional Industrial Expansion agreed to fund the study which was completed in September 1985.

The study identified the most important factors in the New England success as:

A. The historical existence of a strong economic base;

B. The level of defence spending, particularly supply contracts;

C. The abundance of venture capital;

D. World class educational centres as a source of R & D, highly skilled personnel, spin-off technologies and entrepreneurs.

The study made a number of recommendations to the government with respect to adapting policies from the New England experience. We were most pleased that the Atlantic Enterprise Program and the Atlantic Opportunities Program addressed the issues of capital and government purchasing which our study raised.

U.S.-Canada Trade Liberalization: Its Impact on the Atlantic Provinces

This study is the subject of a major research project conducted by APEC, which is funded by the Provinces of New Brunswick and Prince Edward Island and the Economic Council of Newfoundland and Labrador. Although Nova Scotia is not a client in the study, APEC has included the province in its assessment. The first draft is scheduled for completion this fall.

The study illustrates the services available to the provinces through APEC and represents one of the mechanisms by which APEC can strengthen its liaison with provincial governments. Others include individual meetings with Atlantic Premiers and regular presentations to the Council of Maritime Premiers.

Regional Industrial Policy: Its Impact on Atlantic Canada

Programs that offer government grants and other assistance to industry in slow growth regions are a relatively recent phenomenon in Canada. The economy of the four Atlantic Provinces has for many years developed at a far slower pace than the rest of Canada and is typified by high unemployment, low wages and income, and a weak manufacturing base. Yet, it was not until the late fifties that the need for special regional development programs was recognized by the federal government and not until the late sixties that a comprehensive portfolio of programs was organized under the mandate of the Department of Regional Economic Expansion (DREE).

How effective have these programs been at encouraging investment, employment, or output in the Atlantic region? To what extent have they met their goals? What other focus of stimulation might be appropriate for the Atlantic region's economy?

The Institute for Research on Public Policy agreed to fund a study which is designed to assess the impact of regional industrial policy on the four Atlantic Provinces. Focusing on direct incentives to manufacturing, the aims will be to provide both a qualitative assessment of the programs and the institutional framework that surrounds them. It is anticipated that this project will contribute to the discussion of the subject and provide answers to at least some of the these questions earlier raised.

Tri-Regional Study

An extensive series of projects on economic ties between Quebec, the Atlantic Provinces and New England has recently been published. APEC formed part of this work, along with many other people and organizations in Atlantic Canada. The title is *Trade and Investment Across the Northeastern Boundary: Quebec, the Atlantic Provinces and New England*. Edited by William D. Shipman the book is published by IRPP.

Procurement: A Tool for Regional Development

Federal government expenditures in the form of the purchases of goods and services have played a major role in the economic resurgence of the New England States. That was one of the conclusions of a comparative study of New England and Atlantic Canada which APEC completed for DRIE last fall.

As an example of the economic impact created by public sector spending, the report noted that federal research and development contracts in New England exceeded US$4 billion in 1984. That approximated the value of all R & D in Canada in the same year. Additionally, in 1982, with only 5.5 per cent of the U.S. population, New England was awarded $13 billion or 11 per cent of the country's defence contracts.

The same thing could happen here in Atlantic Canada. Government procurement can be a major factor in creating economic activity in the region because it provides the most important ingredient for any business — a built-in market.

APEC has been actively promoting the concept of procurement as a tool for regional development. The issue was identified as one of our five policy priorities for 1985/86 and a task force was established to review it, under chairman, Gordon Simms. Members of the task force are Ken Oakley, John Reynolds and Bob Stuart. Initial task force activities have been focussed on assisting in the implementation of the Atlantic Opportunities Program (AOP), which was announced last February by Hon. Stewart McInnes, when he was Minister of Supply & Services. The AOP is designed to significantly increase federal government purchasing in Atlantic Canada.

For the 1984/85 fiscal year, Supply and Services Canada (SSC) placed some $406 million worth of purchases from vendors in Atlantic Canada. This value represented 5.3 per cent of the total $7,630 million placed across Canada. The AOP has targetted additional purchasing in Atlantic Canada of some $150 million per year in each of the next four years. Based on 1984/85 figures, this represents an increase of some 37 per cent. It should be noted, however, that the new target of $550 million is still well below the 9.1 per cent or $699 million if the level of regional purchases were based on regional population.

Of the additional $150 million, SSC will increase local purchasing by $50 million, while the Department of Regional Industrial Expansion (DRIE) will direct another $100 million to this region. These DRIE expenditures may be applied to regional purchases for large capital projects or development assistance for firms to become suppliers to the government.

While the AOP provides great potential for economic development in Atlantic Canada, its success will depend on an adequate response from the market place. In addition, the full benefit

will only be realized if the program acts as a catalyst to promote the expansion of product lines or productive capacity and, eventually, a broad range of start-ups.

The $150 million annual purchases proposed in the AOP represents a significant increase in federal government procurement in this region, but the amount is not large in the perspective of the regional economy. In 1983, for example, the $150 million would have been equivalent to only 1.6 per cent of the $8.9 billion total value of manufacturing in that year. What is of immense potential, however, is the size of other public sector procurement in Canada. In 1982, total direct federal government purchasing in Canada was about $7.7 billion. That represented less than 13 per cent of the some $60 billion worth of total public sector spending in Canada. If the AOP were to succeed in causing the establishment of new regional supply capability, it could set the stage to access a share of this very large market. Specifically, if this region, on the basis of population share, could capture the equivalent of 9.1 per cent of total public sector spending in Canada, it would realize a market of $5.5 billion. That is equivalent to 61 per cent of the total value of our current manufactured goods. Such a calculation does not include the market offered by increased purchases by private sector firms.

APEC believes, therefore, that this larger market should be our ultimate goal and the AOP should be seen as a catalyst, not an end in itself.

A further note is that it must be recognized that the AOP will be beneficial only if the goods and services purchased are of Atlantic Canadian origin. Existing SSC procurement often involves the purchase of goods and services which originate outside the region. The associated loss of economic benefit is known as leakage. The exact amount of this leakage is uncertain but estimates range as high as 80 per cent. The business sector must face the challenge to reverse this trend.

APEC commends the Federal Government for the establishment of the Atlantic Opportunities Program. We are committed to making the AOP successful and are in the process of planning our precise role in the implementation of the program. We hope that we will see Atlantic Canada with an appropriate share of the larger public sector market opportunity and with the associated economic activity that it will generate.

APEC Staff

The day to day affairs of APEC are handled by the permanent staff who operate from the office in Halifax. APEC staff are well qualified and bring a wide range of experience to the organization.

President: Robert A. Stuart, B Eng, MASc, MBA, P Eng
Bob is a native of Montague, Prince Edward Island and is a graduate of Royal Military College, University of Toronto and Simon Fraser University. He has some 20 years experience in management in the Canadian Armed Forces, government, and industry. Prior to joining APEC in 1982, he was a consultant in Management Engineering in Western Canada.

Chief Economist: Elizabeth J. Beale, BA, MA
Elizabeth is a graduate of the University of Toronto and Dalhousie University, did her PhD course work at Queen's University, and is currently completing her doctorate in economics. She has several years experience in managing economic studies and prior to joining APEC in 1980, worked for the Nova Scotia Department of Mines and Energy.

Office Manager — Lois G. Duffy, BA, CPS
Lois is a native of New Brunswick, a graduate of Acadia University, and has worked for APEC since 1955. She is not only the senior administrator, but has been a major force in managing APEC's survival through difficult times in the past.

Editor-Publications & Economist — Maurice Mandale, MA, MPhil
Maurice is a graduate of St. Andrews' University and the University of London and has undertaken post-graduate studies at the University of Minnesota. Maurice has almost 15 years experience in the field of resource economics and joined APEC after work as a consultant with the Maritime Resource Management Service.

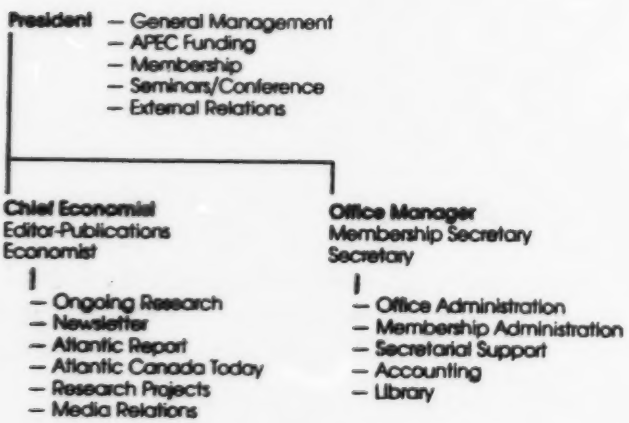
Economist: Glenna M. Jenkins, BA (Hons), MDE
Glenna is a native of Halifax and is a recent graduate of Dalhousie University's Graduate Development Economics Program. She joined APEC in 1985 after working as a Regional Co-ordinator with the Council of Maritime Premiers.

Economist — J. Fred Morley, BSc, BA

Fred is from Sydney, Cape Breton, and is a graduate of Dalhousie University and has completed most requirements for his MA in economics. Fred became a permanent member of the staff in 1981 after working on several APEC projects.

Membership Secretary — Joan M. Thornton

Joan is another Cape Bretoner and joined APEC in 1976. She has several years experience in senior secretarial positions in Boston and Toronto.



APEC Staff Organization
& Responsibilities
Figure 3

Membership

Membership, the backbone of APEC operations, serves as both a source of revenue and as a broad base of influence in the regional community. Between 1983 and 1985, APEC membership revenue increased by 35 per cent. This year we launched an aggressive campaign under the direction of Robbie Shaw, which resulted in the recruitment of several key new supporters, including five new patrons.

A Patron is a unique category of membership in which members undertake a special commitment of support. APEC is grateful and proud to acknowledge the following corporations which are members of our exclusive Patron club.

Air Canada
Atomic Energy of Canada Limited
Bank of Montreal
The Bank of Nova Scotia
Brunswick Mining & Smelting Corporation
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McCain Foods Limited
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National Sea Products Limited
The New Brunswick Electric Power Commission
The New Brunswick Telephone Company, Limited
Newfoundland Light & Power Company, Limited
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Nova Scotia Power Corporation
Petro-Canada
The Royal Bank of Canada
Scotia Investments Limited
Sobeys Stores Limited

Members

As of June 1986

ABCO Plastics	Lunenburg, N.S.
ACL Canada Inc.	Halifax, N.S.
Acadia Construction Limited	Bridgewater, N.S.
Acadia University	Wolfville, N.S.
Acadian Distillers Limited	Bridgetown, N.S.
Acadian Seaplants Ltd.	Dartmouth, N.S.
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Andrés Wines Atlantic Limited, Maritime Div.	Truro, N.S.
Anthony Group (The)	St. John's, Nfld.
Architects Four Limited	Moncton, N.B.
Association of Professional Engineers of N.S. (The)	Halifax, N.S.
Assomption Mutual Life Insurance Company	Moncton, N.B.
Assumption Group (The)	Edmundston, N.B.
Atlantic Forestry Consultants	Antigonish, N.S.
Atlantic Industries (New Brunswick) Limited	Sackville, N.B.
Atlantic Oxygen Limited	Halifax, N.S.
Atlantic Sleep Products Limited	Moncton, N.B.
Atlantic Speedy Propane Limited	Moncton, N.B.
Atlantic Ventures Trust	Halifax, N.S.
Atomic Energy of Canada Ltd.	Mississauga, Ont.
Ayre & Sons, Limited	St. John's, Nfld.
Baine, Johnston & Company, Limited	St. John's, Nfld.
Bank of Montreal	Montreal, Que.
Bank of Nova Scotia (The)	Halifax, N.S.
Bantrel Group Engineers Ltd.	Calgary, Alta.
Barbour, G.F., Company Limited	Sussex, N.B.
Barclays Bank of Canada	Halifax, N.S.
Bell, Alfred J. & Grant, Limited	Halifax, N.S.
Bell, Gouinlock Limited	Halifax, N.S.
Belliveau, Mr. William E.	Halifax, N.S.
Beothic Fish Processors Limited	St. John's, Nfld.
Blackwood Hodge Equipment Limited	Dorval, Que.
Bolands Limited	Dartmouth, N.S.
Bonar Packaging Limited	Fredericton, N.B.
Bow Valley Industries Ltd.	Calgary, Alta.
Bowater Mersey Paper Company, Limited	Liverpool, N.S.
Bridgewater Development Commission	Bridgewater, N.S.
Bruneau Resources Management Limited	St. John's, Nfld.
Brunswick Mining & Smelting Corporation, Limited (Mining & Smelting Division)	Bathurst, N.B.
Bureau du Quebec	Moncton, N.B.
Burns, Fry Limited	Halifax, N.S.
Buzzell, Robert K., Limited	Moncton, N.B.
CANRON Incorporated	Toronto, Ont.
CBCL Limited	Halifax, N.S.
CJCH (Television) Limited	Halifax, N.S.
CN Marine	Moncton, N.B.
Campbellton, City of	Campbellton, N.B.
Canada Cement Lafarge Limited	Halifax, N.S.
Canada Life Assurance Company (The)	Toronto, Ont.
Canada Trust Co. (The)	Halifax, N.S.
Canadian Broadcasting Corporation	Halifax, N.S.
Canadian Coast Guard	Dartmouth, N.S.
Canadian Imperial Bank of Commerce	Halifax, N.S.
Canadian Institute for Research on Regional Development (The)	Moncton, N.B.
Canadian Manufacturers' Association	Toronto, Ont.
Canadian National Railways	Moncton, N.B.
Canadian Pacific Rail	Montreal, Que.
Canadian Petroleum Association — Offshore Operations Division	St. John's, Nfld.
Canadian Salt Company, Limited (The)	Pugwash, N.S.
Canadian Saltfish Corporation	St. John's, Nfld.
Canadian Tire Associate Store	Charlottetown, P.E.I.
Canadian Tire Associate Store	Amherst, N.S.
Canterra Energy Ltd.	Calgary, Alta.
Cape Breton Development Corporation	Sydney, N.S.
Capital Region Development Commission, Incorporated	Fredericton, N.B.
Capitol Stores Limited	Halifax, N.S.
Carleton Co-operative Limited	East Florenceville, N.B.
Centennial Group of Companies Limited	Halifax, N.S.
Charlottetown, City of	Charlottetown, P.E.I.
Charlottetown Clinic, Management Co	Charlottetown, P.E.I.
Chateau-Gai Wines (Atlantic) Limited	Scoudouc, N.B.
Chromalax Canada Inc.	Dartmouth, N.S.
Clarke Fruit Company, Limited	Charlottetown, P.E.I.
Clarkson Gordon	Halifax, N.S.
Clarkson Gordon	Saint John, N.B.
Coles Associates Limited	Charlottetown, P.E.I.
College of Trades & Technology (The)	St. John's, Nfld.
Collins Barrow	Halifax, N.S.
Commercial Safety Surveys Limited	Truro, N.S.
Consolidated-Bathurst Limited	Montreal, Que.
Continental Bank of Canada	Halifax, N.S.
Co-op Atlantic	Moncton, N.B.
Coopers & Lybrand	Halifax, N.S.
Corner Brook Economic Development	Corner Brook, Nfld.
Council of Maritime Premiers	Halifax, N.S.
Cox, Downie & Goodfellow	Halifax, N.S.
Craig O'Neil & Associates	Halifax, N.S.
Credit Union Central of Nova Scotia	Halifax, N.S.
Crosby Molasses Company, Limited	Saint John, N.B.
Crown Cork and Seal Canada Inc.	Concord, Ont.
Cy's Sea Food Restaurant	Moncton, N.B.
Daily Gleaner (The)	Fredericton, N.B.
Dale & Company, Limited	Halifax, N.S.
Dalhousie, Town of	Dalhousie, N.B.
Dalhousie University	Halifax, N.S.
Dartmouth Chamber of Commerce	Dartmouth, N.S.
Dartmouth, City of	Dartmouth, N.S.
Day and Ross Inc.	Hartland, N.B.
Department of Housing	Dartmouth, N.S.
DeWolfe, R. W., Limited	Wolfville, N.S.
Diagnostic Chemicals Ltd.	Charlottetown, P.E.I.
Diamond Construction (1961) Limited	Fredericton, N.B.
Doane Raymond	Halifax, N.S.
Domtar Inc.	Montreal, Que.
Doucet & Associates	Halifax, N.S.
Dover Mills Limited	Halifax, N.S.
Dymaxion Research Limited	Halifax, N.S.
EPC Industries Ltd.	Saint John, N.B.
Eastern Bakeries Limited	Saint John, N.B.
Eastern Canada Consulting Services Limited	Fredericton, N.B.
Eastern Canada Towing Limited	Halifax, N.S.
Eastern Counties Regional Library	Mulgrave, N.S.
Eastern Drug Services	Halifax, N.S.
Edwards Fine Foods Limited	Halifax, N.S.
Export Development Corporation	Halifax, N.S.
Famous Players Limited	Toronto, Ont.
Fathom Atlantic Ltd.	Dartmouth, N.S.
Federal Business Development Bank	Halifax, N.S.
Federal Pioneer Limited	Truro, N.S.
Fiske Group Limited (The)	Halifax, N.S.
Flake Board Company, Limited	St. Stephen, N.B.
Fortune Industries Ltd.	Calgary, Alta.
Foundation Company of Canada Limited (The)	Eastern Passage, N.S.
Fowles, A. E., Limited	Halifax, N.S.
Fraser and Hoyt (Insurance) Limited	New Glasgow, N.S.
Frosst, Charles E., & Company	Dorval, Que.
Ganong Bros. Limited	St. Stephen, N.B.
Gardner-Pinfold	Halifax, N.S.
General Motors of Canada Limited	Oshawa, Ont.
Grand Falls Region Development Commission Inc.	Grand Falls, N.B.
Grant, J.J. Limited	New Glasgow, N.S.
Guardian-Patriot Ltd.	Charlottetown, P.E.I.
Halifax Board of Trade	Halifax, N.S.
Halifax, City of	Halifax, N.S.
Halifax Herald Limited (The)	Halifax, N.S.
Harvey & Company, Limited	St. John's, Nfld.
Hilton International	Saint John, N.B.

Holland College	Charlottetown, P.E.I.
Hope & Associates Limited	Saint John, N.B.
Household Finance Corporation of Canada	Toronto,Ont.
Husky Oil Operations Ltd.	Calgary, Alta.
Hyndman and Company	Summerside, P.E.I.
IBM Canada	Don Mills, Ont.
Imperial Oil Limited	Halifax, N.S.
Industrial Cape Breton Board of Trade	Sydney, N.S.
Industrial Estates Limited	Halifax, N.S.
Isenor, Laurie, & Sons Limited	Elmsdale, N.S.
Island Fertilizers Limited	Charlottetown, P.E.I.
Island Telephone Company, Limited (The)	Charlottetown, P.E.I.
Jack & Company, Limited	Halifax, N.S.
Johnson Insurance Limited	St. John's, Nfld.
Karlsen Shipping Company, Limited	Halifax, N.S.
Keirstead's Flower Shop Limited	Saint John, N.B.
Labatt, John, Limited	London, Ont.
Law, Bruce, & Associates Advertising Ltd.	Halifax, N.S.
Lawson Graphics Atlantic Limited	Halifax, N.S.
LeBlanc & Doiron	Moncton, N.B.
Lehndorff Property Management Ltd.	Halifax, N.S.
Leonard Corporation Limited	Fredericton, N.B.
Linkletter Motel	Summerside, P.E.I.
Livingston International Incorporated	Etobicoke, Ont.
Lloyds Bank International Canada	Montreal, P.Q.
Lounsbury Company, Limited	Moncton, N.B.
Lunenburg County Print Ltd.	Lunenburg, N.S.
Lunenburg Foundry & Engineering Limited	Lunenburg, N.S.
MFM Industries Limited	Moncton, N.B.
MacLauchlan's Motel	Charlottetown, P.E.I.
Major Foods Limited	Dartmouth, N.S.
Manson Drugs Limited	Sydney River, N.S.
Maplehurst Apartments Limited	Dartmouth, N.S.
Marine Equipment Limited	Halifax, N.S.
Maritime Beverages Limited	Saint John, N.B.
Maritime Electric Company, Limited	Charlottetown, P.E.I.
Maritime Farmer's Council	Moncton, N.B.
Maritime Hospital Services Association	Moncton, N.B.
Maritime Medical Care Incorporated	Halifax, N.S.
Maritime Paper Products, Limited	Dartmouth, N.S.
Maritime Telegraph & Telephone Company, Limited	Halifax, N.S.
Marsh Adjustment Bureau Limited	Halifax, N.S.
Marshall, H.H. Limited	Halifax, N.S.
McCain Foods Limited	East Florenceville, N.B.
McInnes, Cooper & Robertson	Halifax, N.S.
McNeill J.F. Limited	St. John's, Nfld.
Memorial University of Newfoundland	St. John's, Nfld.
Memramcook Institute	Saint Joseph, N.B.
Mercer, William M., Limited	Halifax, N.S.
Metropolitan Life Insurance Company	Ottawa, Ont.
Midland Doherty Ltd.	Halifax, N.S.
Mobil Oil Canada Ltd.	Calgary, Alta.
Moncton Industrial Development Limited	Moncton, N.B.
Moncton Publishing Company, Limited	Moncton, N.B.
Montreal Trust Company	Halifax, N.S.
Moosehead Breweries Limited	Saint John, N.B.
Mosher Limestone Company, Limited	Upper Musquodoboit, N.S.
Mount Allison University	Sackville, N.B.
Mount Saint Vincent University	Halifax, N.S.
Municipality of the County of Halifax	Halifax, N.S.
Mutual Life Assurance Company of Canada (The)	Halifax, N.S.
Nabisco Brands Ltd.	Toronto, Ont.
Nadeau Feeds Limited	St. Francois, N.B.
National Bank of Canada	Moncton, N.B.
National Sea Products Limited	Halifax, N.S.
Nesbitt Thomson Bongard Inc.	Halifax, N.S.
New Brunswick Electric Power Commission (The)	Fredericton, N.B.
New Brunswick Forest Products Association Inc.	Fredericton, N.B.
New Brunswick Publishing Company, Limited	Saint John, N.B.
New Brunswick Telephone Company, Limited	Saint John, N.B.
New Brunswick Wire Fence Company, Limited	Moncton, N.B.
New England Governors Conference	Boston, MA
New England Life	Boston, MA
Newfoundland Capital Corporation Ltd.	Dartmouth, N.S.
Newfoundland Fishermen, Food & Allied Workers Union	St. John's, Nfld.
Newfoundland & Labrador Development Corporation	St. John's, Nfld.
Newfoundland Light & Power Company, Limited	St. John's, Nfld.
Newfoundland Telephone Company, Limited	St. John's, Nfld.
Northern Telecom Limited	Islington, Ont.
Northwest Industrial Commission Inc.	Edmundston, N.B.
Nova Scotia Agricultural College	Truro, N.S.
Nova Scotia New Democratic Party	Halifax, N.S.
Nova Scotia Power Corporation	Halifax, N.S.
Nova Scotia Research Foundation Corp.	Dartmouth, N.S.
Nova Scotia Resources Ltd.	Halifax, N.S.
Nova Scotia Savings & Loan Company	Halifax, N.S.
Nova Scotia Tractors & Equipment Ltd.	Halifax, N.S.
Nutrite Incorporated	Summerside, P.E.I.
Oxford Frozen Foods Limited	Oxford, N.S.
Parker Brothers (1972) Limited	Halifax, N.S.
Peat, Marwick, Mitchell & Company	Moncton, N.B.
Peat, Marwick, Mitchell & Company	Halifax, N.S.
Petro-Canada	Calgary, Alta.
Petro-Canada Products Inc.	Halifax, N.S.
Physical Distribution Advisory Service	Moncton, N.B.
Powrmatic of Canada Limited	Halifax, N.S.
Prince Edward Island Mutual Fire Insurance Company	Summerside, P.E.I.
Progressive Conservative Association of Nova Scotia	Halifax, N.S.
Purity Factories Limited	St. John's, Nfld.
Rea-Fac Agencies Limited	Charlottetown, P.E.I.
Research & Productivity Council	Fredericton, N.B.
Richardson Associates Ltd.	Charlottetown, P.E.I.
Rio Algom Limited	Yarmouth, N.S.
Robin Hood Multifoods Limited	Moncton, N.B.
Royal Bank of Canada (The)	Halifax, N.S.
Royal Insurance — Canada	Halifax, N.S.
Royal Trust Corp. of Canada	Halifax, N.S.
RoyNat Inc.	Halifax, N.S.
Ryan's Groceteria Limited	Truro, N.S.
Sable Gas Systems Ltd.	Halifax, N.S.
Saint John Port Development Commission	Saint John,N.B.
Saint Mary's University	Halifax, N.S.
St. Francis Xavier University	Antigonish, N.S.
St. John's Board of Trade	St. John's, Nfld.
St. Lawrence Cement Inc.	Montreal East, Que.
St. Thomas University	Fredericton, N.B.
Saga Communications Limited	Halifax, N.S.
Scotia Bond Company, Limited	Halifax, N.S.
Scotia Furs Limited	Truro, N.S.
Scotia Investments Limited	Halifax, N.S.
Scott Maritimes Limited	New Glasgow, N.S.
Shaw, L.E., Limited	Lantz, N.S.
Shaw, Mr. Lloyd R.	Halifax, N.S.
Shell Canada Resources Limited	Calgary, Alta.
Simms, T.S., & Company, Limited	Saint John, N.B.
Smith, A.D., Lumber Limited	Amherst, N.S.
Smith Brokerage Limited	Saint John, N.B.
Sobeys Stores Limited	Stellarton, N.S.
Standard Paving Maritime Limited	Halifax, N.S.
Sumner Company (1984) Limited	Moncton, N.B.
Sun Life Assurance Company of Canada	Halifax, N.S.
Sutherland, Bruce, Associates Limited	Moncton, N.B.

Swan Wooster Engineering Service Co. Ltd.	Halifax, N.S.
Swiss Bank Corporation (Canada)	Montreal, Que.
Technical University of Nova Scotia	Halifax, N.S.
Texaco Canada Inc.	Don Mills, Ont.
Theta Marketing Limited	Halifax, N.S.
Thompson's Transfer Company, Limited	Middleton, N.S.
Thorne, Riddell & Company	Saint John, N.B.
Thorne Stevenson & Kellogg	Halifax, N.S.
Thunder Bay Public Library	Thunder Bay, Ont.
Tokai Bank Ltd. (The)	Toronto, Ont.
Toronto-Dominion Bank (The)	Halifax, N.S.
Touche, Ross & Company	Halifax, N.S.
Touche, Ross & Company	Saint John, N.B.
Toyota Canada Inc.	Bedford, N.S.
Tractors & Equipment (1962) Limited	Fredericton, N.B.
TransCanada PipeLines	Toronto, Ont.
Tweedy Ross	Charlottetown, P.E.I.
Ultramar Canada Inc.	St. John's, Nfld.
University College of Cape Breton	Sydney, N.S.
University of Moncton	Moncton, N.B.
University of New Brunswick	Fredericton, N.B.
University of Prince Edward Island	Charlottetown, P.E.I.
Ven-Rez Products Limited	Shelburne, N.S.
Vickers, S.Y.S. Inc.	Rexdale, Ont.
Volvo (Canada) Limited	Halifax, N.S.
Walker, A.J., & Son Limited	Truro, N.S.
Walton, Dr. Frank T.	Fredericton, N.B.
Wandlyn Motels Limited	Fredericton, N.B.
Webster & Sons Limited	Truro, N.S.
Western Plumbing & Heating Company	Dartmouth, N.S.
Westinghouse Canada Inc.	Halifax, N.S.
Whitman, Benn & Associates Limited	Halifax, N.S.
Whynot, Earl, & Associates Graphics Limited	Halifax, N.S.
Williams, Murphy and MacLeod Limited	Charlottetown, P.E.I.
Wilson Fuel Company, Limited	Truro, N.S.
Wilson, W. Hedley, Limited	Fredericton, N.B.
Wolverine Division — Sinclair Valentine & Frye Ltd.	London, Ont.
Wood Gundy Limited	Halifax, N.S.
Xerox Canada Incorporated	Don Mills, Ont.

APEC maintains a reciprocal exchange of information and materials with the following organizations:

Acadian Economic Council	Moncton, N.B.
Area Development Sites & Facility Planning	Great Neck, N.Y.
Association of Engineering Technicians & Technologists of Newfoundland	St. John's, Nfld.
Atlantic Canada Plus Association	Halifax, N.S.
Atlantic Center for the Environment	Ipswich, MA.
Atlantic Provinces Chamber of Commerce	Moncton, N.B.
Better Business Bureau Maritimes Inc.	Halifax, N.S.
CANWEC	Ottawa, Ont.
Canada Japan Trade Council	Ottawa, Ont.
Canada-Newfoundland Offshore Petroleum Board	St. John's, Nfld.
Canadian Construction Association	Ottawa, Ont.
Canadian Energy Research Institute	Calgary, Alta.
Canadian Export Association	Ottawa, Ont.
Canadian Federation of Independent Business	Willowdale, Ont.
Canadian Foundation for Economic Education	Toronto, Ont.
Canadian Institute for Economic Policy	Ottawa, Ont.
Canadian Pulp & Paper Industry	Toronto, Ont.
Canadian Tax Foundation	Toronto, Ont.
Centre for International Business Studies (The) Conference Board of Canada	Halifax, N.S.
Conservation Council of New Brunswick	Ottawa, Ont.
Ecology Action Centre	Fredericton, N.B.
Economic Council of Canada	Halifax, N.S.
Economic Council of Newfoundland & Labrador	Ottawa, Ont.
C. D. Howe Institute	St. John's, Nfld.
I.C.U.R.R.	Toronto, Ont.
Industrial Trade Shows of Canada	Toronto, Ont.
Informetrica Ltd.	Toronto, Ont.
The Innovation Management Institute of Canada	Ottawa, Ont.
Institute of Man & Resources	Ottawa, Ont.
Institute for Research on Public Policy	Charlottetown, P.E.I.
Market Development Centre	Ottawa, Ont.
Micromedia	West Royalty, P.E.I.
National Planning Association	Toronto, Ont.
Newfoundland Ocean Industries Assn.	Washington, DC.
North-South Institute	St. John's, Nfld.
Ecology House	Ottawa, Ont.
Roads & Transportation Assoc. of Canada	Toronto, Ont.
	Ottawa, Ont.

Fee Schedule

Membership in APEC is open to all businesses, associations, institutions and individuals. Membership includes complimentary subscription(s) to all APEC publications including newsletters, quarterly reports, annual reviews and Atlantic Canada Today. The following membership fee schedule is applicable effective January 1, 1986.

Category	Fee	Fee Entitles Members to this Number of Sets of Publications
Individuals and non-profit institutions	$170	1
Companies employing		
1-25 employees in region or regional sales up to $1 million	$170	1
26-100 employees in region or regional sales up to $5 million	$285	2
101-300 employees in region or regional sales from $6 to $25 million	$550	3
301-500 employees in region or regional sales from $26 to $50 million	$1100	4
501-1000 employees in region or regional sales from $51 to $100 million	$1650	7
over 1000 employees in region or regional sales over $100 million	$2800	10
Patron	$4,000	15
Publications Subscription	$105	1

Note:

1) Membership fees are tax-deductible (special receipts for individuals issued on request).
2) Non-member subscriptions to publications may be purchased for $105 per year.
3) Additional publication subscription for members, over and above the number of sets to which they are entitled as members, may be purchased for $75 a year.

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Suite 500
Halifax, Nova Scotia
B3J 1K1
(902) 422-6516

APEC
atlantic provinces economic council

Membership Application

Member Name _____

Address _____ Postal Code _____

Type of Business _____ No. Employees _____

Annual Contribution (fee) _____

Additional number publication subscriptions required _____ x $75 _____

Non-Member subscription to publications _____ x $105 _____

Please address all correspondence to _____